

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Winston Industries

Kentucky Manufacturing Assistance Center

Winston Industries Gains Competitive Edge with Lean

Client Profile:

Winston Industries is a family-owned business that builds and markets state-of-the-art food service equipment for restaurant chains, schools, fine-dining establishments, food stores, and other operations. Located in Louisville, Kentucky, the company employs nearly 200 associates. Winston Industries has a long history of innovation. The company's first major success was the introduction of a revolutionary fryer, enthusiastically supported by restaurant legend Harland Sanders, which enabled restaurateurs to cook multiple rounds of chicken without filtering. Then, in the early 1980s, the company developed a patented technology that uses a combination of air heat and vapor heat to maintain food at optimum condition. The development of Controlled Vapor Technology, or CVap®, quickly led to an expansion of the company's product line.

Situation:

Winston Industries was faced with three major challenges to their business: the skyrocketing cost of stainless steel, substantial increases in health care costs and rapid sales growth. To manage through these challenges and remain competitive, the company's leaders believed that they would need to dramatically change the way they operated. Winston Industries chose to work with the Kentucky Manufacturing Assistance Center (KMAC), a NIST MEP network affiliate, to help implement new ways of doing business that would provide a foundation for long-term growth and success.

Solution:

KMAC has worked with Winston Industries to implement a Lean Transformation. The work began with the Lean 101 training. Winston Industries saw such value in the training that they have now trained nearly 50 percent of their workforce in the Lean 101 manufacturing simulation. KMAC has also led training and implementation events that resulted in the development of several Value Stream Maps to identify and prioritize improvement activities, the establishment of a 5S system to improve organization and standardization, and the creation of a kanban inventory system which has improved inventory turns and reduced lead times.

Results:

- * Increased sales by \$2.5 million.
- * Realized \$800,000 in cost savings.
- * Invested \$920,000 in capital improvements.
- * Improved inventory turns by 60 percent.
- * Reduced employee turnover by 40 percent.

Testimonial:

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"The work that we have done with KMAC has dramatically changed our business. In addition to improving our profitability and cash flow, the entire organization has much more of a 'can do' attitude. Our organization is more cohesive and, together, we are more focused on providing value to the customer. Our customers are even recognizing and making positive comments about the change taking place within our company."

Bob Leavitt, Manager of Administration